



The vision of the Village of Barrington is to preserve and promote its unique small town heritage, preserve its distinct ecological and historical character, provide a moral and safe environment, maintain a high quality of life through the efficient use of community resources, and respond to future challenges through citizen participation in all civic, social, and cultural endeavors.

The Community is committed to preserving the quality of its neighborhoods, the quality of education, and the diversity of leisure time activities. The Community is dedicated to fostering an easily-accessible center of activity for the Barrington area, maintaining a prosperous economic base, protecting its extensive natural resources, and promoting public participation and communication.

Monday, October 28, 2002

The Honorable Marshall S. Reagle, Village President
Members of the Board of Trustees
Residents of the Village of Barrington

Ladies and Gentlemen:

Presented for your review and consideration is the Biennial Budget for the Village of Barrington for Fiscal Years 2003 and 2004. This document represents the Village's continued commitment to improving the quality of life in the community by providing excellent services to residents, businesses, and visitors. The Village's intent during the development of this Budget was to maintain current service levels when appropriate but identify areas that could be adjusted in response to the challenges posed by the difficult economic environment.

The services provided by the Village are made possible by the resources entrusted to it by the residents and businesses of Barrington. Elected officials and Village Staff are committed to utilizing these resources to provide efficient, effective, and timely services that meet the needs of the community. The Budget is the foundation for the Village's service provision efforts. It details how resources will be used to continue existing services, improve those services when necessary and achievable, and develop new services, programs, and priorities as they become necessary.

As is the case with many municipalities, the resources available to the Village to be utilized for its service provision efforts are limited. The Village needs to continually assess the external environment and adjust both the types and levels of services it provides according to the challenges presented by the environment. Any adjustments to services have to be made within the context of continuing to maintain the quality of essential services provided to the community. In addition to these considerations, the Village must assess the competing needs of different groups of residents and businesses while making budgetary decisions.

Challenges for the Community

The tribulations of the Regional, State, and National Economies will present a challenge to the Village in both 2003 and 2004 due to the significant impact that the economic environment has on Village revenues. As Village revenues stagnate in response to economic conditions, the Village must carefully balance its priorities in order to maintain the quality of services and public infrastructure. The stagnation in revenues

challenges the Village to reassess the services it provides and make adjustments to maintain a balanced budget. If the stagnation in revenues continues into the future, further adjustments in services or maintenance projects may be necessary.

Another significant challenge for the Village in 2003 and 2004 is encouraging the redevelopment of the Village Center in a manner, consistent with the desires of its residents, which will retain the character and scale of the Village Center yet provide opportunities for financially feasible redevelopment of this area. This redevelopment must also address the needs of the consumer, providing opportunity to access a variety of goods and services.

A third challenge for the Village will be its ability to address public safety and welfare issues in the community. The Village will be participating in the expansion of Fire Protection and Emergency Medical Services by providing staffing for a third fire station that will be built by and located in the Barrington Countryside Fire Protection District. This is major project that will increase the cost of providing these services; this increase in costs must be balanced against the stagnation in revenues and the continuation of other Village services.

Overview of the Proposed 2003 and 2004 Biennial Budget

To meet these challenges the Biennial Budget establishes the financial framework for the furtherance of organizational priorities established for 2003 and 2004 (these priorities are identified below). The priorities were established in accordance with budget policy objectives and therefore are addressed within a budget program with operating revenues that equal or exceed operating expenditures in all funds.

- The continuation of initiatives directed at the redevelopment, revitalization and reemergence of the Village Center as the “retail hub” of the BACOG area, in a manner consistent with the overall vision of the community.
- The continuation of a comprehensive capital improvement program encompassing street and sidewalk reconstruction and maintenance, water and sewer system improvements, and streetscape enhancements and the allocation of the necessary resources to fund these projects.
- The expansion of Fire/EMS Operations to provide for the manning and operation of a third fire station to be built by the Barrington Countryside Fire Protection District (BCFPD).
- Continue to maintain the quality and integrity of public safety services provided to Village Residents by continuing to emphasize efficiency and effectiveness in the operations of the Police and Fire Departments.
- Modify certain programs and services provided by operating departments with the objective of improving the overall efficiency of the organization and reallocating manpower and financial resources to priority functions.
- The allocation of manpower necessary to effectively maintain streetscape enhancements that have been undertaken in various commercial areas including the Village Center and the Route 14 corridor.
- Maintain and enhance quality of life of Village Residents by emphasizing appropriate zoning, construction, and property maintenance standards in the community.

The Operating Departments of the Village are responsible for implementing and maintaining programs to address these priorities. Each Department has established several objectives for 2003 – 2004 that relate directly to one or more of these priorities.

Proposed Program and Service Modifications included in the 2003-2004 Biennial Budget

To achieve the priorities established for 2003 and 2004, adjustments to various programs and services have been included in the Biennial Budget. These adjustments were accomplished within the framework of the financial and budgetary policies and procedures that have been established by the Village and are identified below:

- The hiring, training, and equipping of twelve (12) Firefighter/Paramedics in conjunction with the construction of a third Fire Station by the Barrington Countryside Fire Protection District (BCFPD). In order to improve response times in the Northwest section of the District, the District is proposing a third station to be located in that service area. The District has already secured the funding authority for this project and a January 1, 2004 opening date for the new station has been assumed during the development of this budget. The 2003 budget assumed a phased hiring process for the new employees that would staff the third station; the 2004 budget reflects the full impact of the manning of this additional station. The actual dates for hiring the additional staff will be determined once a date for the opening of the station is finalized. The Village has an intergovernmental agreement with the District that allocates wages and benefits by treating each station as a separate cost center (*the costs associated with each station are allocated according to the percentage of calls that are received by that Station from the Village and the District*). All other costs are shared 50/50. This cost center approach means that the District will pay for a significant portion of the manpower costs associated with this third station. The Village will pay for a portion of these costs based on primary responses from this station to Village calls. In addition, the Village will be picking up a greater portion of the cost of Station One because the number of District calls dispatched from Station One will decrease. The net result of the establishment of the third station is a direct increase in Village of Barrington costs of approximately \$125,000 in 2003 and approximately \$225,000 in 2004.
- The hiring and training of one full-time Maintenance Worker and two part-time Laborers in the Public Works Department to address the additional workload assumed by the Department as a result of the Streetscape improvements in the Village Center, the beautification projects along Route 14, and the additional maintenance responsibilities at the new train station assumed under the lease agreement between the Village and the Union Pacific Railroad. The original budget proposal provided for the contracting out of the watering of the plant and tree materials in the Downtown as well as janitorial and maintenance services at the train station. Based on the Department's evaluation of alternatives, it was determined that a more cost effective option was the hiring of 2 additional part-time and one full-time employee to perform this work. (*A final decision as whether a full-time maintenance worker or an additional two part-time maintenance workers or laborers has yet to be made. The budget assumes the hiring of the full-time position, which is the more costly of the options. The pay plan, however, has been drafted to provide the Manager with the flexibility to select either option*).
- A reduction in the General Fund transfer to Capital Improvements. Due to a number of factors including the decline in total revenues in the General Fund and the addition of several service and community enhancements, adjustments have been made to the amounts transferred from the General Fund to the Capital Improvement Fund effective 2003. In the 2001 – 2002 Budget, the Village provided for the transfer of \$300,000 to the Capital Improvement Fund to assist in the funding of the street maintenance program. In the 2003 – 2004 Budget this transfer in both years has been reduced to \$150,000. During the Village's discussions with the Chamber of Commerce about the Utility and Telecommunication taxes, the Village agreed to reduce the proposed Utility Tax rates and annually transfer, assuming sales taxes revenues continued to exceed projections, an additional \$200,000 to the CIP Fund to cover the projected loss of revenue as a result of implementing the lower rates. The Village also committed to annually allocate funds that would be used to enhance commercial areas. Given the decline in sales tax revenues and the increase in

costs in the Public Works operating budget to cover annual maintenance of the enhancements in the Village Center and along Route 14, this transfer has been eliminated from the budget. The Budget continues to include the \$250,000 transfer that relates to the change in how MFT funds are now utilized. MFT funds are now being used to fund \$250,000 in eligible operating costs annually; a like amount is transferred from the General Fund to the CIP fund for the street maintenance program. The total transfer from General Fund to the CIP Fund in both 2003 and 2004 has, therefore, been set at \$400,000. This reduction in the transfer to the General Fund is offset in 2004 by a reduction in the amount transferred from the CIP Fund to TIF for the streetscape project, delaying the completion of the Streetscape Project until 2005.

- The use of resident ambulance user fees to cover a portion of the cost increase attributable to the manning of a third fire station. In 2000 the Village, consistent with the actions taken by the Barrington Countryside Fire Protection District, approved a new ambulance billing fee structure that included charging residents for the use of this service. At that time, these funds were not needed to fund Fire/EMS operations and were therefore allocated to offset the debt service levy until such time that they were need to cover Fire/EMS costs. With the construction of the third station, Fire Department operating costs, as identified previously, increase by approximately \$125,000 in 2003 and \$225,000 in 2004. The use of these revenues to offset a portion of this increase is being recommended in this budget document and therefore the portion of the General Fund transfer to Debt Service that was offset by the Ambulance User Fees has been eliminated. As a result of this action, there would be no abatement of taxes in conjunction with the 2003 and 2004 levies that are in 2004 and 2005, respectively.
- The application of Village Code regarding senior recycling and refuse discounts. The Barrington Municipal Code provides for Recycling and Refuse Discount for seniors qualifying for property tax relief under the Illinois Circuit Breaker Program. The Village has, however, been allowing any senior sixty-five years of age or older to participate in this discount program. The General Fund provides an annual transfer to cover the estimated revenue loss due to this program. This budget document assumes that commencing in 2003 the Village will initiate a plan to transition to a program consistent with the code whereby offering this program to only those qualifying for property tax relief under the Illinois Circuit Breaker Program. As such the transfer from the General Fund to the Recycling and Refuse Fund has been reduced in 2003 from \$55,000 to \$35,000 and in 2004 from \$55,000 to \$5,000. This change will have no impact on total available funds in the Recycling and Refuse Fund. It will only change the source from which these funds are derived.
- An increase in Building Permit Fees producing approximately \$21,000 in new revenues effective FY 2003. These Building Permit fees were last adjusted in 1998. The Director of Building and Planning has reviewed the fees and has determined that they are not covering the cost of processing and administering the permit.
- The contracting for wild animal trapping services. This service is currently provided by the Village on a limited basis. As proposed the Village would enter into a contract with a private company offering these services. The price to be charged for these services would be included in the contract. As calls are received residents would be referred to this private company. The residents would then call this company to request assistance and would be billed directly by this company, based on the fees provided for in the contract, for the services provided. Three main benefits to this proposal have been identified: (1) saves the Village approximately \$5,000 to \$6,000 per year by eliminating General Fund expenditures on animal traps and other equipment; (2) more efficient in that people whose primary job is animal control would be providing these services; and (3) provides the Public Service Officers with additional time to concentrate on parking enforcement, whereby improving enforcement activities.

- The funding of the Street Maintenance Program and associated repairs and replacements of the Water and Wastewater Systems at the recommended level for 2003 and 2004.
- The providing of Interfund Loans to the TIF, thereby increasing interest revenues in the applicable funds and reducing the number and size of bond issues and the costs related to these issues. The 2003-2004 Biennial Budget provides for total interfund loans from CIP to TIF of \$1,400,000 (includes the \$600,000 designated for Parking) and from General Fund to TIF of \$600,000. Use of these funds will provide to the Village long-term flexibility specifically with regard to land purchase and, due to current low interest rates, a better rate of return to the loaning fund. The proceeds from the loans proposed for 2003 and 2004 will be used by the TIF Fund to finance streetscape improvements, Building/Façade Rehabilitation Assistance grant and loan programs, land acquisition and parking enhancements including proposed purchase of parking lot in conjunction with the project proposed at the north east corner of the intersection of Main and Cook.
- The continuation of streetscape improvements within Village Center with completion of project by 2005.
- The fostering of further redevelopment of the Village Center through the establishment and funding of a the Building/Façade Rehabilitation Assistance Program and the purchase of a parking facility, in conjunction with the redevelopment project proposed at the north east corner of Main and Cook, that will be used to provide additional shopper parking, serving this adjacent commercial areas.
- Maintain the financial integrity of the Village's utility systems (Water, Sewer and Recycling and Refuse) by providing for a small annual increase in utility rates to generate revenues sufficient to cover operating costs, depreciation expense and debt service coverage requirements. A 2% annual increase in water, sewer and recycling and refuse rates have been provided for in the budget. This two annual percent annual adjustment should be sufficient to maintain current possible of the respective funds assuming no significant changes in the rate of inflation. By providing for these smaller annual increases it is our objective to avoid the necessity of raising rates dramatically in any one particular year. In the past, the Village had deferred the raising of rates and as a result found itself in the position of having to dramatically (by 7 to 10%) adjust these rates in order to maintain positive cash flows in the respective funds.
- During extended leaves provided for a reduced Recycling and Refuse fee equal to 25% of the normal fee. Currently there is no charge to a resident on an extended leave or when a house remains vacant for a longer period of time. This base fee concept provides for the recovery of fixed costs (i.e. SWANC Debt Service fees and billing costs) that must be covered regardless of whether or not the service is used that particular month.
- Increase commuter parking/permit fees to cover additional operation costs to be incurred by the Village under the terms of recent leases approved by the Village. Proposed increases in parking rates include a 25% increase in daily parking rates (from the current \$2.00 to \$2.50) and a 25% increase in BACOG monthly parking rates (from the current \$100 to \$125).
- Increase fines for parking violations and provide for a three versus two-tier acceleration of the fine for non-payment. Parking fines to be increased from the current \$10 per ticket to \$20 per ticket. In the budget a 50% increase in revenues from these higher fines was assumed.
- Funding of additional investigation of parking options adjacent to the commuter train station to address parking and ingress and egress issues.

Highlights of the Recommended Budget

The program and service adjustments in 2003 – 2004 have produced a budget program in 2003 and 2004 with the following characteristics.

Fund Balances (Please see the Budgets by Fund for a detailed analysis of all changes in Fund Balances)

There were several material changes in Fund Balances included in the 2003 – 2004 Biennial Budget. The total fund balance for the General Fund increases significantly due primarily to the combination of the Equipment Replacement Fund with the General Fund. In addition, the Undesignated/Unreserved Fund Balance decreases due to the loan to the TIF Fund, at the same time a new Fund Balance entitled Reserved/Receivables is established to record the receipt of these loan proceeds as they are repaid by the TIF Fund.

There was also a significant change in Fund Balance in the Capital Improvement Fund and TIF Fund Balances. In 2003 and 2004, the Capital Improvement Fund will loan the TIF Fund the Fund Balance Reserved for Parking as well as a portion of the Undesignated Fund Balance. Due to these loans the Fund Balance Reserved for Non-Current Receivables will increase significantly. The TIF Fund Balance will decrease significantly due to the loans the TIF Fund is receiving to complete projects in the Village Center. The TIF Fund Balance is significantly negative, as the fund will have liabilities that include loans from other Village Funds as well as repayments on Bond Proceeds.

The Water and Sewer Fund and Central Garage Fund also include material changes in Fund Balances. These Funds will engage in significant capital expenditures in 2003 – 2004 that will have the effect of decreasing the Fund Balances.

Revenues (Please see the Revenue Analysis Section for a discussion of sources and trends by fund)

Total Village revenues across all Funds, excluding restricted revenues, transfers, Interfund Charges, and Other Financing Sources are estimated at \$22,354,063 in 2003 and \$23,053,776 in 2004. Other Financing Sources include \$1,600,000 in TIF bond proceeds in 2003 and \$4,900,000 in TIF bond proceeds in 2004. The proceeds from the TIF bond issues will be used primarily to finance infrastructure improvements, such as additional parking facilities, in the Village Center.

Village of Barrington, Revenue Summary By Fund, 2003 - 2004						
	Total Revenue⁽¹⁾		Net Transfers, Interfund		Total Available Funds	
			Charges, & Other Financing			
	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2003</u>	<u>FY 2004</u>
General Fund	\$11,990,772	\$12,822,662	(\$1,147,800)	(\$518,696)	\$10,842,972	\$12,303,966
Capital Improvement Fund	1,860,100	1,605,100	(1,000,000)	0	860,100	1,605,100
Tax Increment Financing Fund	294,500	357,500	3,600,000	5,300,000	3,894,500	5,657,500
Debt Service Fund	861,155	850,855	112,800	113,696	973,955	964,551
Water & Sewer Fund	4,146,246	4,359,179	800,000	0	4,946,246	4,359,179
Recycling & Refuse Fund	805,850	851,450	35,000	5,000	840,850	856,450
Parking System Fund	757,550	771,550	0	0	757,550	771,550
Information Systems Fund	54,201	15,175	0	0	54,201	15,175
Central Garage Fund	424,189	177,405	0	0	424,189	177,405
Fire Pension Fund	232,000	266,000	0	0	232,000	266,000
Police Pension Fund	927,500	976,900	0	0	927,500	976,900
Total	\$22,354,063	\$23,053,776	\$2,400,000	\$4,900,000	\$24,754,063	\$27,953,776

(1) Excluding Restricted Revenues, Transfers, and Interfund Charges.

The revenues in 2003 also include \$800,000 in low-interest loans from the Illinois Environmental Protection Agency in the Water and Sewer Fund for the renovation of the Wastewater Treatment Facility. The 2003 – 2004 Budget includes several increases in rates that will generate additional revenues, these include:

- An increase in Building Permit Fees that will generate an additional estimated \$21,000 per year in the General Fund.
- An increase of 2% in the Water and Sewer Rates that will generate an additional estimated \$55,000 in 2003 and \$110,000 in 2004 for the Water and Sewer Fund.
- An increase of 2% in the Recycling and Refuse Rates that will generate an additional estimated \$15,200 in 2003 and an additional \$15,520 above the 2003 total revenue in 2004.
- An increase in the fees charged for commuter parking permits, daily commuter parking fees as well as an increase in the parking fines. These changes will generate an additional estimated \$117,000 annually for the Motor Vehicle System Parking Fund.

Expenditures

Total Village Expenditures across all funds are estimated at \$29,314,973 in 2003 and \$29,016,148 in 2004. Of this total \$11,212,951 (38.2%) in 2003 and \$10,137,189 (34.9%) in 2004 is attributable to capital improvement projects related to streets, sidewalks, downtown redevelopment, streetscape enhancements, water and sewer improvements, bikeway development, and various other capital improvements.

Total Expenditures by Fund, Including Interfund Charges, 2003 - 2004						
	Operating Expenditures		Non-Operating Expenditures		Total Expenditures	
	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2003</u>	<u>FY 2004</u>
General Fund	\$12,861,844	\$13,523,441	\$0	\$0	\$12,861,844	\$13,523,441
Capital Improvement Fund	0	0	2,138,000	1,485,000	2,138,000	1,485,000
Tax Increment Financing Fund	0	0	3,815,000	5,610,000	3,815,000	5,610,000
Debt Service Fund	0	0	956,755	947,301	956,755	947,301
Water & Sewer Fund	2,828,683	2,948,064	2,545,206	1,208,006	5,373,889	4,156,070
Recycling & Refuse Fund	832,860	855,748	0	0	832,860	855,748
Parking System Fund	742,274	765,638	250,000	0	992,274	765,638
Information Systems Fund	312,945	237,394	0	0	312,945	237,394
Central Garage Fund	390,811	404,674	946,868	313,050	1,337,679	717,724
Fire Pension Fund	16,475	16,610	25,000	25,000	41,475	41,610
Police Pension Fund	116,130	127,390	536,122	548,832	652,252	676,222
Total	\$18,102,022	\$18,878,959	\$11,212,951	\$10,137,189	\$29,314,973	\$29,016,148
	Non-Operating % of Total Expenditures		38.2%	34.9%		

Personnel Costs as a Percent of Operating Expenditures by Fund						
	Operating Expenditures		Personnel Expenditures		Personnel as a % of Total	
	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2003</u>	<u>FY 2004</u>
General Fund	\$12,861,844	\$13,523,441	\$8,437,588	\$9,369,771	65.6%	69.3%
Water & Sewer Fund	2,828,683	2,948,064	1,054,009	1,376,686	37.3%	46.7%
Recycling & Refuse Fund	832,860	855,748	92,542	97,723	11.1%	11.4%
Parking System Fund	742,274	765,638	378,919	396,729	51.0%	51.8%
Information Systems Fund	312,945	237,394	55,499	60,752	17.7%	25.6%
Central Garage Fund	390,811	404,674	188,708	202,797	48.3%	50.1%
Total	\$17,969,417	\$18,734,959	\$10,207,265	\$11,504,458	56.8%	61.4%

Operating expenditures total \$18,102,022 (61.75% of total expenditures) in 2003 and \$18,878,959 (65.06% of total expenditures) in 2004. Operating Expenditures include \$10,207,265 in Personnel Expenditures in 2003 (34.82% of Total Expenditures and 56.80% of Operating Expenditures) and \$11,504,458 in Personnel Expenditures in 2004 (39.65% of Total Expenditures and 61.4% of Operating Expenditures). Significant expenditures by fund include:

General Fund

- The transfer of the Economic Development function to the Administrative Division of the Office of the Village Manager and the combining of budgeted expenditures. No net impact on fund.
- The Risk Management Division Budget in Administrative Services includes \$589,910 in 2003 and \$581,910 in 2004 for Liability Insurance premiums. Insurance costs are projected to be lower than the cost incurred in 2002 but still significantly higher than pre 2002 costs. This increase is primarily due to the village's claim experience in 2000 which will continue to impact rates through 2004.
- The Police Department Budget includes \$113,000 for the replacement of the radio network that is used by both the Barrington and Barrington Hills Police Departments.
- The Fire Department Budget includes approximately \$375,000 in 2003 and an additional \$391,000 in 2004 for Personnel Costs related to the hiring of 12 Firefighters/Paramedics to staff third station.
- The Public Works Department Budget includes approximately \$90,000 in 2003 for the hiring of an additional Maintenance Worker and two part-time Janitor/Laborers to address streetscape maintenance and additional maintenance responsibilities at the train station.

Capital Improvement Fund

- Includes \$1,388,000 in 2003 and \$1,395,000 in 2004 to continue the Street Maintenance Program.
- Includes \$300,000 in 2003 for the Village's share of the Route 14 Reconstruction Project.
- Includes \$285,000 in 2003 for a project to restore the stream bank of Flint Creek, these expenditures are largely offset by project contributions and grants.

TIF Fund

- Includes \$2,950,000 in 2003 and \$4,425,000 in 2004 for Downtown Redevelopment Projects.
- Includes \$250,000 in both 2003 and 2004 for the Façade/Building Rehabilitation Program.
- Includes \$285,000 in 2003 and \$505,000 in 2004 for the continuation of Streetscape enhancements.

Water and Sewer Fund

- Includes \$1,157,000 for the completion of required improvements to the Wastewater Treatment Facility in 2003.
- Includes \$692,000 in 2003 and \$510,000 in 2004 for water and sewer system improvements.

Information Systems Fund

- Includes \$155,000 in 2003 and \$66,000 in 2004 for the purchase of computer equipment and software.

Central Garage Fund

- Includes approximately \$933,188 in 2003 and \$305,900 in 2004 for the purchase of new vehicles and associated equipment. In 2003 this includes the purchase of a replacement fire engine for \$340,000, a Street Sweeper for \$130,000, and an Ambulance for \$118,000.

Personnel Related Changes

The following personnel related changes, all effective sometime in 2003, are included in the 2003–2004 proposed biennial budget:

- Reclassification of the Assistant Director of Planning position to Senior Planner.
- The addition of twelve (12) Firefighters/Paramedics.
- The addition of a full-time Maintenance Worker and two part-time Janitors/Laborers in the Public Works Department and the elimination of one part-time Janitor position.
- The elimination of one (1) part-time support position in the Office of the Village Manager.

The Chart on the following page details all personnel related changes by Department and Division.

Village of Barrington Full-Time Equivalent Employees, By Department & Division, Fiscal Years 2003 & 2004						
	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2002 - 2003</u> <u>Change</u>	<u>2004</u>	<u>2003 - 2004</u> <u>Change</u>
<i>Village Board</i>						
Administration	0.00	0.00	0.00	0.00	0.00	0.00
Community Relations	0.00	0.00	0.40	0.40	0.40	0.00
Legal Services	0.00	0.00	0.00	0.00	0.00	0.00
<i>Net Change</i>	<i>0.00</i>	<i>0.00</i>	<i>0.40</i>	<i>0.40</i>	<i>0.40</i>	<i>0.00</i>
<i>Office of the Village Manager</i>						
Administration	2.88	2.88	3.85	0.97	3.85	0.00
<i>Net Change</i>	<i>2.88</i>	<i>2.88</i>	<i>3.85</i>	<i>0.97</i>	<i>3.85</i>	<i>0.00</i>
<i>Administrative Services</i>						
Administration	2.90	2.90	2.90	0.00	2.90	0.00
Finance & Accounting	4.45	4.45	4.05	-0.40	4.05	0.00
Human Resources	1.45	1.45	1.45	0.00	1.45	0.00
Risk Management	0.00	0.00	0.00	0.00	0.00	0.00
Utility Billing	2.35	2.35	2.18	-0.17	2.18	0.00
Parking Permitting	0.00	0.00	0.52	0.52	0.52	0.00
Information Systems	0.75	0.75	0.75	0.00	0.75	0.00
<i>Net Change</i>	<i>11.90</i>	<i>11.90</i>	<i>11.85</i>	<i>-0.05</i>	<i>11.85</i>	<i>0.00</i>
<i>Police Department</i>						
Administration	7.10	7.10	7.40	0.30	7.40	0.00
Investigations	5.00	5.00	5.00	0.00	5.00	0.00
Patrol Operations	24.75	24.75	25.50	0.75	25.50	0.00
School/Community Relations	3.60	3.60	2.25	-1.35	2.25	0.00
Telecommunications	0.00	0.00	0.00	0.00	0.00	0.00
Parking Enforcement	5.35	5.35	5.65	0.30	5.65	0.00
<i>Net Change</i>	<i>45.80</i>	<i>45.80</i>	<i>45.80</i>	<i>0.00</i>	<i>45.80</i>	<i>0.00</i>
<i>Fire Department</i>						
Administration	4.00	4.00	4.00	0.00	4.00	0.00
Operations	24.40	24.40	29.46	5.06	36.00	6.54
Paid On Call Operations	0.00	0.00	0.00	0.00	0.00	0.00
Prevention/Community Education	1.00	1.00	1.00	0.00	1.00	0.00
ESDA	0.00	0.00	0.00	0.00	0.00	0.00
<i>Net Change</i>	<i>29.40</i>	<i>29.40</i>	<i>34.46</i>	<i>5.06</i>	<i>41.00</i>	<i>6.54</i>
<i>Public Works</i>						
Administration	5.21	5.21	5.59	0.38	5.59	0.00
Street Operations	7.05	7.05	6.20	-0.85	6.20	0.00
Forestry	1.25	1.25	2.15	0.90	2.15	0.00
Property Maintenance	1.52	1.52	1.70	0.18	1.70	0.00
Water & Sewer Maintenance	7.70	7.70	7.70	0.00	7.70	0.00
Water Production	1.60	1.60	1.60	0.00	1.60	0.00
Wastewater Treatment	5.40	5.40	5.40	0.00	5.40	0.00
Recycling and Refuse	0.63	0.63	0.80	0.17	0.80	0.00
Parking Maintenance	0.00	0.00	0.90	0.90	0.90	0.00
Central Garage	3.33	3.33	3.05	-0.28	3.05	0.00
<i>Net Change</i>	<i>33.69</i>	<i>33.69</i>	<i>35.09</i>	<i>1.40</i>	<i>35.09</i>	<i>0.00</i>
<i>Building and Planning</i>						
Building	4.37	4.37	3.57	-0.80	3.57	0.00
Planning	1.80	1.80	2.60	0.80	2.60	0.00
<i>Net Change</i>	<i>6.17</i>	<i>6.17</i>	<i>6.17</i>	<i>0.00</i>	<i>6.17</i>	<i>0.00</i>
<i>Economic Development</i>						
Administration	2.00	2.00	0.00	-2.00	0.00	0.00
<i>Net Change</i>	<i>2.00</i>	<i>2.00</i>	<i>0.00</i>	<i>-2.00</i>	<i>0.00</i>	<i>0.00</i>
<i>Overall Village Summary</i>	<i>131.84</i>	<i>131.84</i>	<i>137.62</i>	<i>5.78</i>	<i>144.16</i>	<i>6.54</i>

Conclusion

The proposed 2003–2004 Budget is the result of considerable discussion and careful deliberation and analysis by the Village Manager, the Assistant Village Manager/Director of Administrative Services, Administrative Services Department Staff, and the various staff members from each operating Department who contributed to the development of Departmental budget requests. Programmatic format and information content is largely due to the diligent efforts of Jason Hayden, Assistant to the Director of Administrative Services. The Budget is optimistic about the future but conservative in its revenue estimates. Most of all, this budget represents a process where the various opportunities and challenges facing the Village have been carefully assessed, documented, and presented for your review and consideration.

Robert R. Irvin
Village Manager

Denise Pieroni
Assistant Village Manager/
Director of Administrative Services